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The Society of the
Plastics Industry, Inc.

SalarySurvey

Twelfth Edition (1980)

Calendar Year-End 1980
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Plastics Processing Companies

Published by the SPI Financial Management Committee

About the Financial Management Committee

The Financial Management Committee is comprised of executives from raw materials and plastics processing firms located throughout the United States. Each representative has an extensive background in manufacturing, finance, credit or accounting. The group meets regularly during the year to discuss industry problems and monitor the various survey programs.

At present, the Committee conducts annual and biennial surveys among the Society's plastic processing companies. In addition to this Salary Survey, they sponsor a Financial and Operating Ratios Survey and a Labor Survey.

Besides the survey work, this group also sponsors workshops, conducts seminars and runs conferences for other Operating Units of the Society.

The Committee recently completed a major project the development of a four-volume "Financial Management Manual for Plastics Processors." Volume I covers Manufacturing Cost control; Volume II pertains to Cost Estimating & Pricing; Volume III has to do with Planning (Budgeting, Cash Management, Capital Investment, etc.); and Volume IV refers to Materials Management. The Manual is available for sale through the Society.

For more information on how to become an active member of this important Committee, write to the Staff Director, Financial Management Committee, The Society of the Plastics Industry, 355 Lexington Avenue, New York, N.Y. 10017.

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SALARY SURVEY NO. 12 — 1980
PLASTICS PROCESSING COMPANIES

FINANCIAL MANAGEMENT COMMITTEE
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
355 LEXINGTON AVENUE, NEW YORK, N.Y. 10017

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SALARY TABLES

	ANNUAL SALES VOLUME				
	Up to $2 MM	$2 MM to $5 MM	$5 MM to $10 MM	OVER $10 MM	NATIONAL TOTAL
MANUFACTURING					
1. General Manager	Pg. 4	Pg. 10	Pg. 16	Pg. 22	Pg. 28
2. Plant Manager	4	10	16	22	28
3. Production Manager, Superintendent	4	10	16	22	28
4. General Foreman	4	10	16	22	28
5. Manager/Plant or Industrial Engineer	4	10	16	22	28
6. Traffic Manager and/or Distribution Manager	4	10	16	22	28
7. Supervisor, Quality Control	5	11	17	23	29
MARKETING					
8. Vice President Sales—Sales Manager	5	11	17	23	29
9. Assistant Sales Manager	5	11	17	23	29
10. Regional/District Sales Manager	5	11	17	23	29
11. Senior Salesman	5	11	17	23	29
12. Salesman 5-10 Years	5	11	17	23	29
13. Salesman 3-5 Years	6	12	18	24	30
14. Salesman 1-3 Years	6	12	18	24	30
15. Sales Trainee	6	12	18	24	30
16. Customer Service Manager	6	12	18	24	30
FINANCE AND ADMINISTRATIVE					
17. Treasurer	6	12	18	24	30
18. Controller or Accounting Manager	6	12	18	24	30
19. Accountant—Cost Supervisor	7	13	19	25	31
20. Accountant—General Supervisor	7	13	19	25	31
21. Credit Manager	7	13	19	25	31
22. Manager—Electronic Data Processing	7	13	19	25	31
ENGINEERING					
23. Research & Development Department Manager	7	13	19	25	31
24. Chief Engineer or Plant Manager	7	13	19	25	31
25. Manufacturing Engineering Manager	8	14	20	26	32
26. Senior Engineer	8	14	20	26	32
27. Product Designer	8	14	20	26	32
28. Mold Designer	8	14	20	26	32
29. Estimator	8	14	20	26	32
PERSONNEL					
30. Personnel Manager	8	15	20	26	32
31. Office Manager	9	15	21	27	33
PURCHASING					
32. Purchasing Agent (Manager of Purchases)	9	15	21	27	33
33. Buyer	9	15	21	27	33

Survey Questionnaire No. 12 ..... 34, 35, 36
List of Salaried Position Descriptions 37, 38

HIGHLIGHTS OF THE SURVEY

The Twelfth Salary Survey of plastics processing companies summarizes information concerning 179 firms operating 258 plants and 20 division offices in 37 states and Puerto Rico. The geographical distribution of plants and divisions is shown below:

REGION	STATE	NO. OF PLANTS	REGION	STATE	NO. OF PLANTS
NORTHEAST	Connecticut	6	SOUTH	Florida	4
	Maine	1		Georgia	6
	Massachusetts	12		Kentucky	3
	New Jersey	15		Maryland	2
	New York	10		North Carolina	4
	Pennsylvania	8		Oklahoma	1
	Rhode Island	2		South Carolina	4
	Vermont	2		Tennessee	4
				Texas	15
	TOTAL	56		Virginia	5
NORTH CENTRAL	Illinois	19		West Virginia	1
	Indiana	14		TOTAL	54
	Kansas	4	WEST	Arizona	2
	Michigan	13		California	31
	Minnesota	10		Colorado	3
	Missouri	4		Oregon	3
	Nebraska	2		Utah	1
	Ohio	29		Washington	4
	Wisconsin	8			
				TOTAL	44
	TOTAL	103	OTHER	Division	20
SOUTH	Alabama	1		TOTAL	20
	Arkansas	2		Puerto Rico	1
	Delaware	2		TOTAL	278

This survey again reports salaries classified by four sales volumes and by four geographic regions. You should, therefore, be able to compare your salaries with those of companies in the same section of the country and having the same sales volume. In addition salaries for each sales volume are presented separately for divisions and for the country as a whole. Space is provided to record your salaries under the appropriate classification to facilitate comparisons.

Between 1978 and 1980 the changes in salaries were distributed as follows:

Percentage Change	Number of Positions
Less than 10.0	3
10 - 14.9	7
15 - 19.9	9
20 - 24.9	9
25 - 29.9	3
30.0 and over	2
TOTAL	33

The median increase in salary was 17.8 per cent. During the same period the consumer price index increased by 25.2 per cent. However, the percentage increase in salary for 5 out of 33 positions exceeded that of the consumer price index. Over the twelve-year span 1968-80, the median salary increased by 107.1 per cent for the 20 positions covered throughout the period compared to a 134.9 per cent increase in the consumer price index. The salary increase for only one position, Asst. Sales Manager, of the 20 exceeded that of the consumer price index.

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Salaries vary from region to region but not in a uniform manner. On average in 1980, as indicated below, salaries ranked highest in the South followed by North Central, West and Northeast. The South has forged ahead to first position after having ranked lowest in all prior studies. The Northeast has dropped from top rank to last place.

In the table below 1 indicates the highest salary and 4 the lowest.

RANK	NORTHEAST	NORTH CENTRAL	SOUTH	WEST
1	7	6	14	7
2	3	15	9	8
3	11	10	4	9
4	12	2	6	9
TOTAL	33	33	33	33
1980 AVERAGE RANK	2.8	2.2	2.1	2.8
1978 AVERAGE RANK	2.5	2.0	2.7	2.3
1976 AVERAGE RANK	2.1	2.1	3.1	2.8

The survey was prepared under the direction of the SPI Financial Management Committee. Dr. Ernest Kurnow of New York University compiled the statistical information and prepared the report for publication.

The Committee welcomes your comments and would appreciate any suggestions that you might have concerning the coverage in future surveys.

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DISTRIBUTION OF REPORTING PLANTS AND DIVISIONS
BY SALES VOLUME

SALES VOLUME (In Dollars)	REGION				DIVISION	TOTAL
	Northeast	North Central	South	West		
Up To $1,000,000	6	4	5	7	—	22
$1,000,000- $2,000,000	7	16	6	12	—	41
$2,000,000- $5,000,000	16	22	17	12	—	67
$5,000,000-$10,000,000	18	32	11	10	2	73
Over-$10,000,000	9	29	15	3	18	74
TOTAL	56	103	54	44	20	277

DISTRIBUTION OF REPORTING FIRMS BY NUMBER OF PLANTS

NUMBER OF PLANTS	TOTAL
1	139
2	23
3	11
4	2
5 or more	4
TOTAL FIRMS	179

AVERAGE SALARIES* FOR SELECT JOBS
In 1968, 1972, 1974, 1976, 1978 and 1980 Surveys

(In Dollars)

POSITION	PERCENT CHANGE 1980 vs 1978	1980	1978	1976	1974	1972	1968
MANUFACTURING							
1. General Manager	12.5	45,000	40,000	36,000	30,700	27,400	23,600
2. Plant Manager	16.4	31,900	27,400	25,000	23,000	19,800	16,800
3. Production Manager, Superintendent	16.8	25,700	22,000	18,800	18,300	15,000	12,900
4. General Foreman	11.4	19,500	17,500	14,500	14,300	12,000	9,600
7. Supervisor Quality Control	25.0	20,000	16,000	15,700	13,800	10,200	9,600
MARKETING							
8. Vice President Sales/Sales Manager	20.7	36,200	30,000	27,000	22,200	21,500	19,000
9. Assistant Sales Manager	44.0	36,000	25,000	23,000	18,900	16,500	14,300
FINANCE							
17. Treasurer	23.3	37,000	30,000	25,000	21,700	18,600	17,500
18. Controller Or Accounting Manager	15.0	28,400	24,700	21,600	18,000	15,300	12,500
21. Credit Manager	29.6	21,000	16,200	17,600	14,500	13,800	10,300
ENGINEERING							
23. Research & Development Dept. Manager	20.4	33,000	27,400	26,600	23,200	20,000	16,700
24. Chief Engineer Or Plant Engineer	22.0	30,500	25,000	21,900	18,800	18,000	14,600
26. Senior Engineer	16.9	27,700	23,700	19,800	18,400	15,800	12,800
27. Product Designer	21.6	22,500	18,500	18,400	18,200	12,900	11,000
28. Mold Designer	14.3	24,000	21,000	18,900	15,900	13,300	10,900
29. Estimator	30.7	19,600	15,000	14,200	13,000	11,000	9,200
PERSONNEL							
30. Personnel Manager	16.4	23,400	20,100	18,400	15,900	14,300	11,000
31. Office Manager	23.3	18,000	14,600	13,500	12,700	10,000	9,400
PURCHASING							
32. Purchasing Agent	22.5	21,800	17,800	17,000	14,900	13,000	10,900
33. Buyer	10.6	15,600	14,100	12,900	11,000	10,000	8,300

*The average reported is the median salary.

PAYMENT OF BONUSES

PAY BONUS				BASIS ON WHICH BONUS IS PAID																	
Survey Year	Yes	No	NA.	Percent of Profits	Percent of Net Profit b/Taxes	Sales	Percent of Wages	Length of Service	Performance	Amount of Earnings	Position in Company	Discretionary Bonus	Management Discretion	Profit Sharing	Merit	Christmas Bonus	Company Incentive Plans	Employee Contribution to Co. Profit	Meeting Goals	Productivity	M.B.O.	N.A.
1980	126	31	16	54	11	18	9	6	12	2	2	5	11	12	5	4	2	7	4	5	3	4
1978	120	33	23	38	10	6	6	6	15	2	7	8	8	12	7	5	9	—	2	—	—	—

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	4	8	4	9	–	25
Average Number of Persons Responsible For	43	16	25	21	–	24
Lowest Salary	25.0	15.6	36.0	21.6	–	15.6
Highest Salary	33.8	50.8	42.0	80.0	–	80.0
Median Salary 1980	29.4	30.0	37.2	40.0	–	31 0
Median Salary 1978	27.7	30.0	31.0	38.0	–	30.0
Your Average Salary						
2. Plant Manager						
Number of Plants	6	8	8	13	–	35
Average Number of Persons Responsible For	22	11	15	24	–	19
Lowest Salary	18.2	17.6	18.0	14.5	–	14.5
Highest Salary	30.0	40.0	31.7	36.0	–	40.0
Median Salary 1980	28.0	32.4	30.0	29.0	–	29.5
Median Salary 1978	25.0	25.5	25.0	27.0	–	25.2
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	6	11	3	6	–	26
Average Number of Persons Responsible For	9	12	18	15	–	13
Lowest Salary	19.2	15.6	21.5	19.8	–	15.6
Highest Salary	26.8	30.6	28.0	33.0	–	33.0
Median Salary 1980	23.8	24.0	23.3	22.9	–	23.5
Median Salary 1978	17.5	18.5	20.0	25.2	–	20.7
Your Average Salary						
4. General Foreman						
Number of Plants	5	9	7	11	–	32
Average Number of Persons Responsible For	8	12	7	11	–	10
Lowest Salary	14.3	15.0	8.5	13.3	–	8.5
Highest Salary	27.3	27.0	22.0	25.0	–	27.3
Median Salary 1980	18.7	19.5	18.0	20.0	–	18.3
Median Salary 1978	16.9	18.0	16.0	17.5	–	16.4
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	1	–	–	1	–	2
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	22.0	–	–	28.0	–	22.0
Highest Salary	22.0	–	–	28.0	–	28.0
Median Salary 1980	22.0	–	–	28.0	–	25.0
Median Salary 1978	17.2	22.3	16.0	23.0	–	19.5
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	2	3	–	2	–	7
Average Number of Persons Responsible For	1	1	–	4	–	2
Lowest Salary	9.0	12.8	–	18.2	–	9.0
Highest Salary	14.5	22.2	–	26.4	–	26.4
Median Salary 1980	11.8	19.2	–	22.3	–	18.2
Median Salary 1978	17.0	16.0	14.2	13.7	–	15.0
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Supervisor, Quality Control						
Number of Plants	5	5	3	2	–	15
Average Number of Persons Responsible For	3	1	2	5	–	3
Lowest Salary	12.0	15.6	13.0	16.0	–	12.0
Highest Salary	18.0	20.0	22.0	16.6	–	22.0
Median Salary 1980	15.6	17.6	15.0	16.3	–	16.0
Median Salary 1978	16.0	14.0	18.0	25.0	–	16.0
Your Average Salary						
MARKETING						
8. Vice President Sales/Sales Manager						
Number of Plants	3	7	4	4	–	18
Average Number of Persons Responsible For	1	5	2	2	–	3
Lowest Salary	18.0	15.6	21.5	18.0	–	15.6
Highest Salary	30.0	37.0	42.0	36.0	–	42.0
Median Salary 1980	20.8	28.2	24.5	28.5	–	26.0
Median Salary 1978	20.0	26.0	19.3	25.0	–	24.0
Your Average Salary						
9. Assistant Sales Manager						
Number of Plants	–	–	–	2	–	2
Average Number of Persons Responsible For	–	–	–	1	–	1
Lowest Salary	–	–	–	18.4	–	18.4
Highest Salary	–	–	–	22.0	–	22.0
Median Salary 1980	–	–	–	20.2	–	20.2
Median Salary 1978	20.0	35.0	25.0	34.0	–	29.5
Your Average Salary						
10. Regional/District Sales Manager						
Number of Plants	1	1	–	1	–	3
Average Number of Persons Responsible For	–	–	–	1	–	–
Lowest Salary	24.0	34.0	–	39.5	–	24.0
Highest Salary	24.0	34.0	–	39.5	–	39.5
Median Salary 1980	24.0	34.0	–	39.5	–	34.0
Median Salary 1978	–	26.0	18.0	26.3	–	22.0
Your Average Salary						
11. Senior Salesman						
Number of Plants	–	–	1	2	–	3
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	–	24.0	9.6	–	9.6
Highest Salary	–	–	24.0	30.0	–	30.0
Median Salary 1980	–	–	24.0	19.8	–	24.0
Median Salary 1978	–	25.0	17.4	16.0	–	17.4
Your Average Salary						
12. Salesman 5–10 Years						
Number of Plants	–	3	2	1	–	6
Average Number of Persons Responsible For	–	1	–	–	–	–
Lowest Salary	–	20.0	23.2	26.4	–	20.0
Highest Salary	–	26.0	25.0	26.4	–	26.4
Median Salary 1980	–	22.0	24.1	26.4	–	24.1
Median Salary 1978	16.0	–	–	–	–	16.0
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 3-5 Years						
Number of Plants	–	–	1	1	–	2
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	–	17.5	22.8	–	17.5
Highest Salary	–	–	17.5	22.8	–	22.8
Median Salary 1980	–	–	17.5	22.8	–	20.2
Median Salary 1978	–	–	–	–	–	–
Your Average Salary						
14. Salesman 1–3 Years						
Number of Plants	–	2	3	4	–	9
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	14.0	18.0	15.0	–	14.0
Highest Salary	–	21.6	20.5	22.0	–	22.0
Median Salary 1980	–	17.8	18.0	18.0	–	18.0
Median Salary 1978	–	18.0	16.0	17.0	–	17.0
Your Average Salary						
15. Sales Trainee						
Number of Plants	1	–	1	–	–	2
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	17.2	–	22.0	–	–	17.2
Highest Salary	17.2	–	22.0	–	–	22.0
Median Salary 1980	17.2	–	22.0	–	–	19.6
Median Salary 1978	–	–	–	12.4	–	12.0
Your Average Salary						
16. Customer Service Manager						
Number of Plants	1	1	1	1	–	4
Average Number of Persons Responsible For	–	10	2	1	–	3
Lowest Salary	9.0	12.0	19.3	14.0	–	9.0
Highest Salary	9.0	12.0	19.3	14.0	–	19.3
Median Salary 1980	9.0	12.0	19.3	14.0	–	13.0
Median Salary 1978	14.0	23.0	21.4	14.4	–	16.4
Your Average Salary						
FINANCE ADMINISTRATION						
17. Treasurer						
Number of Plants	–	1	2	2	–	5
Average Number of Persons Responsible For	–	5	2	2	–	2
Lowest Salary	–	36.0	21.6	24.0	–	21.6
Highest Salary	–	36.0	22.0	36.0	–	36.0
Median Salary 1980	–	36.0	21.8	30.0	–	24.0
Median Salary 1978	28.0	55.0	21.8	16.1	–	22.6
Your Average Salary						
18. Controller or Accounting Manager						
Number of Plants	2	8	–	5	–	15
Average Number of Persons Responsible For	3	2	–	1	–	2
Lowest Salary	12.2	13.0	–	15.0	–	12.2
Highest Salary	20.0	36.0	–	31.5	–	36.0
Median Salary 1980	16.1	21.2	–	18.0	–	20.0
Median Salary 1978	21.0	28.5	17.9	22.5	–	21.0
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Accountant–Cost Supervisor						
Number of Plants	–	–	–	–	–	–
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	–	–	–	–	–
Highest Salary	–	–	–	–	–	–
Median Salary 1980	–	–	–	–	–	–
Median Salary 1978	–	20.1	–	30.2	–	22.0
Your Average Salary						
20. Accountant–General Supervisor						
Number of Plants	2	–	–	2	–	4
Average Number of Persons Responsible For	2	–	–	–	–	1
Lowest Salary	12.5	–	–	15.5	–	12.5
Highest Salary	13.0	–	–	18.3	–	18.3
Median Salary 1980	12.8	–	–	16.9	–	14.3
Median Salary 1978	–	13.1	13.0	15.0	–	13.5
Your Average Salary						
21. Credit Managers						
Number of Plants	–	2	–	1	–	3
Average Number of Persons Responsible For	–	1	–	–	–	1
Lowest Salary	–	14.2	–	24.0	–	14.2
Highest Salary	–	21.2	–	24.0	–	24.0
Median Salary 1980	–	17.7	–	24.0	–	21.2
Median Salary 1978	–	–	–	–	–	–
Your Average Salary						
22. Manager–Electronic Data Processing						
Number of Plants	–	–	–	–	–	–
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	–	–	–	–	–
Highest Salary	–	–	–	–	–	–
Median Salary 1980	–	–	–	–	–	–
Median Salary 1978	–	–	–	–	–	–
Your Average Salary						
ENGINEERING						
23. Research & Development Dept. Manager						
Number of Plants	–	1	–	5	–	6
Average Number of Persons Responsible For	–	2	–	3	–	6
Lowest Salary	–	20.0	–	18.0	–	18.0
Highest Salary	–	20.0	–	38.0	–	38.0
Median Salary 1980	–	20.0	–	26.0	–	23.0
Median Salary 1978	28.0	42.8	20.0	40.0	–	30.0
Your Average Salary						
24. Chief Engineer or Plant Engineer						
Number of Plants	2	7	–	–	–	9
Average Number of Persons Responsible For	2	4	–	–	–	3
Lowest Salary	23.4	20.0	–	–	–	20.0
Highest Salary	31.5	36.0	–	–	–	36.0
Median Salary 1980	27.5	28.2	–	–	–	28.2
Median Salary 1978	16.5	24.5	22.7	28.9	–	23.4
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Manufacturing Engineer Manager						
Number of Plants	3	–	–	–	–	3
Average Number of Persons Responsible For	1	–	–	–	–	1
Lowest Salary	19.2	–	–	–	–	19.2
Highest Salary	28.3	–	–	–	–	28.3
Median Salary 1980	22.1	–	–	–	–	22.1
Median Salary 1978	18.8	27.5	–	25.9	–	25.2
Your Average Salary						
26. Senior Engineer						
Number of Plants	–	1	2	–	–	3
Average Number of Persons Responsible For	–	1	–	–	–	–
Lowest Salary	–	16.0	23.0	–	–	16.0
Highest Salary	–	16.0	28.0	–	–	28.0
Median Salary 1980	–	16.0	25.5	–	–	23.0
Median Salary 1978	–	19.9	19.2	25.0	–	20.0
Your Average Salary						
27. Product Designer						
Number of Plants	2	2	1	1	–	6
Average Number of Persons Responsible For	1	1	1	2	–	1
Lowest Salary	15.0	17.0	22.0	27.0	–	15.0
Highest Salary	15.6	21.8	22.0	27.0	–	27.0
Median Salary 1980	15.3	19.4	22.0	27.0	–	19.4
Median Salary 1978	–	17.0	14.0	–	–	14.3
Your Average Salary						
28. Mold Designer						
Number of Plants	–	2	–	2	–	4
Average Number of Persons Responsible For	–	1	–	2	–	1
Lowest Salary	–	18.3	–	16.0	–	16.0
Highest Salary	–	24.0	–	30.0	–	30.0
Median Salary 1980	–	21.2	–	23.0	–	21.2
Median Salary 1978	–	23.0	26.0	20.0	–	23.0
Your Average Salary						
29. Estimator						
Number of Plants	1	2	–	1	–	4
Average Number of Persons Responsible For	–	1	–	2	–	1
Lowest Salary	19.0	16.0	–	24.0	–	16.0
Highest Salary	19.0	20.0	–	24.0	–	24.0
Median Salary 1980	19.0	18.0	–	24.0	–	19.0
Median Salary 1978	–	13.5	13.6	20.0	–	14.0
Your Average Salary						
PERSONNEL						
30. Personnel Manager						
Number of Plants	1	1	–	1	–	3
Average Number of Persons Responsible For	–	–	–	1	–	–
Lowest Salary	12.0	14.2	–	24.0	–	12.0
Highest Salary	12.0	14.2	–	24.0	–	24.0
Median Salary 1980	12.0	14.2	–	24.0	–	14.2
Median Salary 1978	–	18.8	–	10.0	–	15.6
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
31. Office Manager						
Number of Plants	1	6	2	3	–	12
Average Number of Persons Responsible For	–	2	2	2	–	2
Lowest Salary	13.8	11.3	12.4	13.0	–	11.3
Highest Salary	13.8	36.0	21.4	18.2	–	36.0
Median Salary 1980	13.8	16.7	16.9	15.0	–	15.5
Median Salary 1978	11.5	11.0	14.1	14.0	–	12.2
Your Average Salary						
PURCHASING						
32. Purchasing Agent						
Number of Plants	4	2	2	2	–	10
Average Number of Persons Responsible For	1	1	–	1	–	1
Lowest Salary	12.5	10.5	15.8	13.0	–	10.5
Highest Salary	21.9	15.0	25.0	24.0	–	25.0
Median Salary 1980	15.0	12.8	20.4	18.5	–	15.4
Median Salary 1978	13.0	16.5	14.0	13.7	–	15.0
Your Average Salary						
33. Buyer						
Number of Plants	–	2	–	–	–	2
Average Number of Persons Responsible For	–	1	–	–	–	1
Lowest Salary	–	13.7	–	–	–	13.7
Highest Salary	–	18.0	–	–	–	18.0
Median Salary 1980	–	15.9	–	–	–	15.9
Median Salary 1978	9.0	16.7	9.7	10.0	–	10.8
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	9	12	9	7	–	37
Average Number of Persons Responsible For	50	36	56	53	–	48
Lowest Salary	25.0	28.0	30.2	35.6	–	25.0
Highest Salary	49.0	68.6	61.5	74.8	–	74.8
Median Salary 1980	33.9	44.5	48.5	49.8	–	44.0
Median Salary 1978	37.5	40.0	45.7	32.5	–	37.1
Your Average Salary						
2. Plant Manager						
Number of Plants	8	11	11	5	–	35
Average Number of Persons Responsible For	29	37	36	46	–	36
Lowest Salary	20.0	28.0	24.5	27.0	–	20.0
Highest Salary	34.4	55.0	44.0	37.5	–	55.0
Median Salary 1980	23.5	36.0	30.5	30.0	–	30.0
Median Salary 1978	24.0	26.3	26.4	25.3	–	25.0
Your Average Salary						
3. Production Manager, Superintendent						
Number of Plants	8	14	11	5	–	38
Average Number of Persons Responsible For	32	19	32	51	–	30
Lowest Salary	20.7	17.4	17.2	26.3	–	17.2
Highest Salary	34.1	30.8	30.0	35.0	–	35.0
Median Salary 1980	24.9	24.7	25.7	30.0	–	25.7
Median Salary 1978	24.0	20.2	21.4	20.7	–	21.3
Your Average Salary						
4. General Foreman						
Number of Plants	11	11	10	5	–	37
Average Number of Persons Responsible For	29	11	14	14	–	18
Lowest Salary	10.0	16.0	15.0	19.3	–	10.0
Highest Salary	25.0	39.0	20.3	24.0	–	39.0
Median Salary 1980	16.0	19.8	18.0	23.0	–	18.2
Median Salary 1978	16.0	17.5	15.0	16.7	–	17.0
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	2	5	–	1	–	8
Average Number of Persons Responsible For	1	6	–	4	–	4
Lowest Salary	21.8	21.0	–	35.8	–	21.0
Highest Salary	26.0	25.0	–	35.8	–	35.8
Median Salary 1980	23.9	23.5	–	35.8	–	24.0
Median Salary 1978	18.0	21.1	23.5	18.3	–	19.5
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	6	5	4	3	–	18
Average Number of Persons Responsible For	4	2	2	5	–	3
Lowest Salary	13.0	12.1	14.0	18.0	–	12.1
Highest Salary	22.5	21.5	18.0	21.9	–	22.5
Median Salary 1980	16.7	16.0	16.3	20.0	–	17.2
Median Salary 1978	14.0	15.0	13.3	17.4	–	15.3
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Supervisor Quality Control						
Number of Plants	8	16	9	4	–	37
Average Number of Persons Responsible For	5	2	8	7	–	5
Lowest Salary	13.3	13.7	12.5	16.0	–	12.5
Highest Salary	27.0	25.0	28.0	27.0	–	28.0
Median Salary 1980	17.0	20.0	18.0	18.7	–	18.9
Median Salary 1978	13.3	16.2	16.2	14.4	–	16.0
Your Average Salary						
MARKETING						
8. Vice President Sales/Sales Manager						
Number of Plants	9	10	8	7	–	34
Average Number of Persons Responsible For	1	3	3	3	–	3
Lowest Salary	21.0	21.0	19.8	30.4	–	19.8
Highest Salary	52.0	50.0	60.0	43.0	–	60.0
Median Salary 1980	27.0	29.5	30.0	34.8	–	30.0
Median Salary 1978	30.0	32.0	26.7	27.2	–	27.4
Your Average Salary						
9. Assistant Sales Manager						
Number of Plants	–	2	–	–	–	2
Average Number of Persons Responsible For	–	3	–	–	–	3
Lowest Salary	–	19.0	–	–	–	19.0
Highest Salary	–	25.0	–	–	–	25.0
Median Salary 1980	–	22.0	–	–	–	22.0
Median Salary 1978	25.6	–	21.8	–	–	24.3
Your Average Salary						
10. Regional/District Sales Manager						
Number of Plants	1	2	1	2	–	6
Average Number of Persons Responsible For	4	–	1	3	–	2
Lowest Salary	30.0	21.3	22.0	24.0	–	21.3
Highest Salary	30.0	29.5	22.0	43.0	–	43.0
Median Salary 1980	30.0	24.0	22.0	33.5	–	24.0
Median Salary 1978	17.7	25.5	23.8	17.4	–	18.0
Your Average Salary						
11. Senior Salesman						
Number of Plants	1	2	1	3	–	7
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	20.0	33.0	15.6	28.3	–	15.6
Highest Salary	20.0	39.6	15.6	69.0	–	69.0
Median Salary 1980	20.0	36.3	15.6	29.8	–	32.1
Median Salary 1978	9.8	32.0	25.0	22.1	–	29.8
Your Average Salary						
12. Salesman 5–10 Years						
Number of Plants	–	2	2	1	–	5
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	–	28.0	20.0	30.7	–	20.0
Highest Salary	–	35.0	32.0	30.7	–	35.0
Median Salary 1980	–	31.5	28.0	30.7	–	29.2
Median Salary 1978	19.1	25.5	21.0	20.4	–	22.1
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 3–5 Years						
Number of Plants	1	2	2	1	–	6
Average Number of Persons Responsible For	1	–	–	–	–	–
Lowest Salary	23.5	25.5	25.0	21.5	–	21.5
Highest Salary	23.5	28.3	28.0	21.5	–	28.3
Median Salary 1980	23.5	26.9	26.5	21.5	–	24.3
Median Salary 1978	22.0	20.1	–	21.9	–	21.8
Your Average Salary						
14. Salesman 1–3 Years						
Number of Plants	4	4	6	3	–	17
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	15.0	18.2	12.0	18.0	–	12.0
Highest Salary	25.0	25.0	25.0	24.9	–	25.0
Median Salary 1980	23.0	21.5	18.0	21.7	–	20.1
Median Salary 1978	13.1	15.0	17.7	17.8	–	17.5
Your Average Salary						
15. Sales Trainee						
Number of Plants	1	3	2	1	–	7
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	10.4	12.0	12.5	19.6	–	10.4
Highest Salary	10.4	20.0	15.0	19.6	–	20.0
Median Salary 1980	10.4	13.0	13.8	19.6	–	13.0
Median Salary 1978	10.6	10.9	–	11.8	–	11.2
Your Average Salary						
16. Customer Service Manager						
Number of Plants	2	3	2	2	–	9
Average Number of Persons Responsible For	–	1	1	1	–	1
Lowest Salary	17.0	18.6	15.5	13.2	–	13.2
Highest Salary	20.0	36.5	16.0	18.3	–	36.5
Median Salary 1980	18.5	20.0	15.8	15.8	–	18.3
Median Salary 1978	14.3	15.0	–	20.2	–	15.0
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
17. Treasurer						
Number of Plants	2	–	–	1	–	3
Average Number of Persons Responsible For	5	–	–	–	–	3
Lowest Salary	40.0	–	–	18.6	–	18.6
Highest Salary	43.4	–	–	18.6	–	43.4
Median Salary 1980	41.7	–	–	18.6	–	40.0
Median Salary 1978	36.1	34.0	33.8	21.6	–	30.0
Your Average Salary						
18. Controller or Accounting Manager						
Number of Plants	5	6	4	4	–	19
Average Number of Persons Responsible For	3	2	3	4	–	3
Lowest Salary	21.0	18.0	19.8	24.7	–	18.0
Highest Salary	26.0	35.8	26.5	31.0	–	35.8
Median Salary 1980	22.0	30.5	21.9	25.0	–	24.7
Median Salary 1978	18.5	18.8	–	26.4	–	19.5
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Accountant–Cost Supervisor						
Number of Plants	2	–	1	–	–	3
Average Number of Persons Responsible For	–	–	3	–	–	1
Lowest Salary	18.4	–	22.0	–	–	18.4
Highest Salary	19.0	–	22.0	–	–	22.0
Median Salary 1980	18.7	–	22.0	–	–	19.0
Median Salary 1978	17.5	16.0	16.7	20.0	–	17.5
Your Average Salary						
28. Accountant–General Supervisor						
Number of Plants	5	1	2	1	–	9
Average Number of Persons Responsible For	1	–	2	2	–	1
Lowest Salary	17.0	17.0	16.0	15.0	–	15.0
Highest Salary	20.7	17.0	30.0	15.0	–	30.0
Median Salary 1980	17.4	17.0	23.0	15.0	–	17.0
Median Salary 1978	14.2	18.0	13.0	14.8	–	14.2
Your Average Salary						
21. Credit Manager						
Number of Plants	1	4	–	1	–	6
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	11.5	11.0	–	13.2	–	11.0
Highest Salary	11.5	19.9	–	13.2	–	19.9
Median Salary 1980	11.5	13.9	–	13.2	–	13.1
Median Salary 1978	12.5	14.7	–	15.0	–	14.1
Your Average Salary						
22. Manager–Electronic Data Processing						
Number of Plants	2	3	–	1	–	6
Average Number of Persons Responsible For	1	1	–	1	–	1
Lowest Salary	13.0	20.5	–	28.6	–	13.0
Highest Salary	24.0	28.2	–	28.6	–	28.6
Median Salary 1980	15.5	25.5	–	28.6	–	24.8
Median Salary 1978	19.0	19.8	15.8	–	–	18.5
Your Average Salary						
ENGINEERING						
23. Research & Development Dept. Manager						
Number of Plants	2	4	1	1	–	8
Average Number of Persons Responsible For	3	1	1	3	–	2
Lowest Salary	26.0	26.0	18.0	32.2	–	18.0
Highest Salary	45.0	60.0	18.0	32.2	–	60.0
Median Salary 1980	35.5	31.0	18.0	32.2	–	31.0
Median Salary 1978	22.2	26.1	26.9	–	–	25.0
Your Average Salary						
24. Chief Engineer or Plant Engineer						
Number of Plants	3	5	4	3	–	15
Average Number of Persons Responsible For	3	4	2	2	–	3
Lowest Salary	19.1	17.0	23.0	22.0	–	17.0
Highest Salary	25.0	36.3	34.1	27.5	–	36.3
Median Salary 1980	24.0	21.0	27.0	23.3	–	24.0
Median Salary 1978	19.5	24.0	26.2	18.7	–	19.8
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Manufacturing Engineering Manager						
Number of Plants	3	6	2	1	–	12
Average Number of Persons Responsible For	5	2	3	2	–	3
Lwwest Salary	23.0	20.0	19.8	21.0	–	19.8
Highest Salary	27.0	51.2	27.0	21.0	–	51.2
Median Salary 1980	24.7	25.9	23.4	21.0	–	25.3
Median Salary 1978	20.6	23.0	–	20.9	–	22.0
Your Average Salary						
26. Senior Engineer						
Number of Plants	5	5	2	1	–	13
Average Number of Persons Responsible For	2	3	4	–	–	2
Lowest Salary	21.0	23.0	22.1	30.7	–	21.0
Highest Salary	29.5	31.0	28.4	30.7	–	31.0
Median Salary 1980	22.5	24.3	24.2	30.7	–	23.2
Median Salary 1978	18.0	20.3	17.4	22.6	–	19.4
Your Average Salary						
27. Product Designer						
Number of Plants	2	3	2	1	–	8
Average Number of Persons Responsible For	–	–	2	–	–	–
Lowest Salary	17.0	18.0	22.0	18.2	–	17.0
Highest Salary	22.0	22.0	22.6	18.2	–	22.6
Median Salary 1980	19.5	18.2	22.3	18.2	–	18.2
Median Salary 1978	16.5	14.3	17.5	14.7	–	14.6
Your Average Salary						
28. Mold Designer						
Number of Plants	3	5	–	1	–	9
Average Number of Persons Responsible For	1	1	–	1	–	1
Lowest Salary	18.2	18.0	–	25.0	–	18.0
Highest Salary	25.0	27.7	–	25.0	–	27.7
Median Salary 1980	21.0	19.7	–	25.0	–	21.0
Median Salary 1978	18.0	17.0	–	17.7	–	17.5
Your Average Salary						
29. Estimator						
Number of Plants	3	4	2	1	–	10
Average Number of Persons Responsible For	–	–	1	1	–	–
Lowest Salary	13.5	15.0	14.0	22.0	–	13.5
Highest Salary	17.0	22.7	17.0	22.0	–	22.7
Median Salary 1980	15.5	18.0	15.5	22.0	–	17.0
Median Salary 1978	17.1	13.3	–	19.3	–	14.0
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
30. Personnel Manager						
Number of Plants	4	6	1	4	–	15
Average Number of Persons Responsible For	–	–	1	38	–	8
Lowest Salary	15.0	14.9	15.0	15.8	–	14.9
Highest Salary	25.0	34.7	15.0	28.0	–	34.7
Median Salary 1980	18.7	18.0	15.0	18.0	–	18.3
Median Salary 1978	13.0	18.3	19.0	–	–	17.5
Your Average Salary						
31. Office Manager						
Number of Plants	5	8	6	3	–	22
Average Number of Persons Responsible For	2	1	2	4	–	2
Lowest Salary	11.0	12.7	11.0	19.2	–	11.0
Highest Salary	25.0	31.9	24.0	24.0	–	31.9
Median Salary 1980	12.5	17.8	19.5	21.6	–	18.6
Median Salary 1978	15.2	15.0	16.2	14.9	–	15.1
Your Average Salary						
PURCHASING						
32. Purchasing Agent						
Number of Plants	6	8	4	1	–	19
Average Number of Persons Responsible For	1	1	–	2	–	1
Lowest Salary	12.5	16.0	15.0	24.0	–	12.5
Highest Salary	25.0	35.0	18.0	24.0	–	35.0
Median Salary 1980	21.6	20.8	16.8	24.0	–	21.0
Median Salary 1978	17.0	17.5	13.3	15.6	–	16.5
Your Average Salary						
33. Buyer						
Number of Plants	1	5	–	3	–	9
Average Number of Persons Responsible For	1	–	–	–	–	–
Lowest Salary	15.0	12.0	–	15.0	–	12.0
Highest Salary	15.0	17.3	–	16.0	–	17.3
Median Salary 1980	15.0	14.6	–	15.6	–	15.0
Median Salary 1978	11.2	11.6	19.9	12.0	–	11.8
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	10	10	3	6	1	30
Average Number of Persons Responsible For	77	49	85	28	160	61
Lowest Salary	40.0	35.0	25.2	37.0	65.0	25.2
Highest Salary	75.0	60.0	56.0	75.0	65.0	75.0
Median Salary 1980	50.0	44.0	55.0	46.0	65.0	49.2
Median Salary 1978	45.5	42.3	39.6	45.0	32.5	41.0
Your Average Salary						
2. Plant Manager						
Number of Plants	14	25	9	10	1	59
Average Number of Persons Responsible For	64	40	40	81	130	53
Lowest Salary	22.0	17.2	20.0	28.8	42.0	17.2
Highest Salary	48.0	47.9	79.8	43.1	42.0	79.8
Median Salary 1980	30.0	30.4	30.3	32.5	42.0	31.3
Median Salary 1978	26.5	30.0	28.1	31.4	27.0	27.6
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	12	20	6	8	–	46
Average Number of Persons Responsible For	54	21	37	33	–	33
Lowest Salary	19.0	18.8	15.0	24.0	–	15.0
Highest Salary	35.2	65.1	25.3	31.0	–	65.1
Median Salary 1980	24.0	28.0	24.4	27.0	–	25.3
Median Salary 1978	23.0	24.0	20.0	22.0	20.8	21.6
Your Average Salary						
4. General Foreman						
Number of Plants	14	18	2	6	1	41
Average Number of Persons Responsible For	16	11	12	14	40	14
Lowest Salary	12.4	16.0	17.0	15.6	25.5	12.4
Highest Salary	24.0	30.0	18.0	23.0	25.5	30.0
Median Salary 1980	17.3	19.1	17.8	21.8	25.5	19.0
Median Salary 1978	18.0	19.5	15.5	20.0	17.5	18.6
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	6	4	3	4	1	18
Average Number of Persons Responsible For	2	2	5	6	7	3
Lowest Salary	16.9	18.3	19.7	21.3	29.0	16.9
Highest Salary	27.6	30.0	37.7	30.0	29.0	37.7
Median Salary 1980	22.3	20.3	22.3	26.3	29.0	21.6
Median Salary 1978	20.2	20.0	17.7	22.5	16.7	18.6
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	9	7	2	5	1	24
Average Number of Persons Responsible For	4	2	9	5	2	4
Lowest Salary	14.0	14.0	18.6	15.1	21.5	14.0
Highest Salary	27.6	25.2	31.4	24.7	21.5	31.4
Median Salary 1980	17.0	21.9	25.0	18.0	21.5	20.0
Median Salary 1978	19.4	17.2	16.0	23.2	16.0	17.2
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Supervisor Quality Control						
Number of Plants	10	17	5	8	1	41
Average Number of Persons Responsible For	4	6	6	4	5	5
Lowest Salary	13.0	12.3	16.5	16.8	25.0	12.3
Highest Salary	30.0	35.0	37.7	27.0	25.0	37.7
Median Salary 1980	15.8	20.1	20.0	19.9	25.0	19.9
Median Salary 1978	20.0	18.0	17.2	25.3	18.6	19.2
Your Average Salary						
MARKETING						
8. Vice President Sales/Sales Manager						
Number of Plants	9	11	3	8	1	32
Average Number of Persons Responsible For	4	3	5	4	1	3
Lowest Salary	29.0	27.0	32.0	23.3	42.0	23.3
Highest Salary	100.0	45.0	45.2	50.0	42.0	100.0
Median Salary 1980	42.5	35.0	42.9	37.1	42.0	38.1
Median Salary 1978	28.6	27.7	29.0	30.0	28.9	28.0
Your Average Salary						
9. Assistant Sales Manager						
Number of Plants	3	1	1	–	–	5
Average Number of Persons Responsible For	–	–	8	–	–	2
Lowest Salary	35.0	18.0	36.0	–	–	18.0
Highest Salary	42.6	18.0	36.0	–	–	42.6
Median Salary 1980	42.0	18.0	36.0	–	–	36.0
Median Salary 1978	16.0	25.6	19.1	24.0	–	24.3
Your Average Salary						
10. Regional/District Sales Manager						
Number of Plants	2	3	4	3	–	12
Average Number of Persons Responsible For	–	2	–	–	–	1
Lowest Salary	30.0	20.0	18.9	26.4	–	18.9
Highest Salary	31.4	37.5	28.6	30.0	–	37.5
Median Salary 1980	30.7	28.2	28.6	26.9	–	28.6
Median Salary 1978	27.5	–	–	28.8	22.7	25.8
Your Average Salary						
11. Senior Salesman						
Number of Plants	5	3	–	2	–	10
Average Number of Persons Responsible For	–	1	–	–	–	–
Lowest Salary	21.0	19.7	–	25.0	–	19.7
Highest Salary	29.3	54.9	–	25.0	–	54.9
Median Salary 1980	27.0	21.9	–	25.0	–	27.0
Median Salary 1978	24.0	20.6	27.2	25.0	25.3	25.0
Your Average Salary						
12. Salesman 5–10 Years						
Number of Plants	1	4	–	1	–	6
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	24.4	17.1	–	18.3	–	17.1
Highest Salary	24.4	32.0	–	18.3	–	32.0
Median Salary 1980	24.4	19.4	–	18.3	–	19.4
Median Salary 1978	19.9	19.5	18.8	22.9	23.9	22.0
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 3–5 Years						
Number of Plants	3	4	–	1	–	8
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	21.6	15.6	–	19.0	–	15.6
Highest Salary	25.0	35.5	–	19.0	–	35.5
Median Salary 1980	24.0	20.8	–	19.0	–	24.0
Median Salary 1978	–	22.3	20.0	22.0	21.3	21.3
Your Average Salary						
14. Salesman 1–3 Years						
Number of Plants	4	7	1	4	–	16
Average Number of Persons Responsible For	–	–	1	–	–	–
Lowest Salary	18.8	14.0	20.0	17.5	–	14.0
Highest Salary	27.0	36.0	20.0	24.0	–	36.0
Median Salary 1980	25.0	21.4	20.0	21.2	–	24.0
Median Salary 1978	21.0	20.6	–	20.1	19.4	20.6
Your Average Salary						
15. Sales Trainee						
Number of Plants	1	1	1	1	1	5
Average Number of Persons Responsible For	–	–	12	–	–	3
Lowest Salary	18.2	13.0	13.5	15.0	20.0	13.0
Highest Salary	18.2	13.0	13.5	15.0	20.0	20.0
Median Salary 1980	18.2	13.0	13.5	15.0	20.0	15.0
Median Salary 1978	12.0	11.5	–	–	12.5	12.0
Your Average Salary						
16. Customer Service Manager						
Number of Plants	6	5	2	4	1	18
Average Number of Persons Responsible For	1	1	4	1	–	1
Lowest Salary	14.0	14.0	16.5	14.5	15.2	14.0
Highest Salary	25.7	21.5	16.8	30.0	15.2	30.0
Median Salary 1980	15.0	16.0	16.7	22.0	15.2	17.0
Median Salary 1978	21.8	13.6	–	13.0	13.6	13.6
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
17. Treasurer						
Number of Plants	1	6	3	3	1	14
Average Number of Persons Responsible For	3	2	4	11	9	5
Lowest Salary	43.0	25.0	24.0	31.5	46.5	24.0
Highest Salary	43.0	41.7	44.7	40.0	46.5	46.5
Median Salary 1980	43.0	34.9	43.4	35.0	46.5	35.0
Median Salary 1978	–	32.7	25.0	–	22.5	25.0
Your Average Salary						
18. Controller or Accounting Manager						
Number of Plants	9	15	2	6	2	34
Average Number of Persons Responsible For	5	3	8	4	4	4
Lowest Salary	15.6	12.0	31.0	17.0	26.0	12.0
Highest Salary	35.0	36.0	31.5	40.0	28.0	40.0
Median Salary 1980	24.3	28.1	31.3	30.0	27.0	27.5
Median Salary 1978	25.5	21.6	22.0	30.0	22.8	24.9
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Accountant–Cost Supervisor						
Number of Plants	3	7	1	2	–	13
Average Number of Persons Responsible For	1	–	5	1	–	1
Lowest Salary	15.1	14.0	27.0	17.0	–	14.0
Highest Salary	26.0	28.6	27.0	24.0	–	28.6
Median Salary 1980	23.0	19.0	27.0	20.5	–	19.5
Median Salary 1978	13.9	17.1	13.6	22.3	16.3	14.9
Your Average Salary						
20. Accountant–General Supervisor						
Number of Plants	3	7	2	5	–	17
Average Number of Persons Responsible For	3	1	5	1	–	2
Lowest Salary	14.8	11.7	21.0	17.0	–	11.7
Highest Salary	23.0	20.0	22.8	22.2	–	23.0
Median Salary 1980	20.2	17.0	21.9	20.0	–	19.2
Median Salary 1978	15.1	14.3	15.4	–	16.5	16.0
Your Average Salary						
21. Credit Manager						
Number of Plants	2	2	1	1	–	6
Average Number of Persons Responsible For	2	–	2	1	–	1
Lowest Salary	13.8	13.0	21.0	23.0	–	13.0
Highest Salary	18.9	15.5	21.0	23.0	–	23.0
Median Salary 1980	16.4	14.3	21.0	23.0	–	17.2
Median Salary 1978	10.8	22.2	–	18.4	–	18.4
Your Average Salary						
22. Manager–Electronic Data Processing						
Number of Plants	2	6	3	1	1	13
Average Number of Persons Responsible For	2	1	4	–	1	2
Lowest Salary	30.0	11.0	16.6	17.7	21.0	11.0
Highest Salary	33.0	23.0	28.4	17.7	21.0	33.0
Median Salary 1980	31.5	19.6	21.5	17.7	21.0	21.5
Median Salary 1978	17.7	18.1	12.0	18.8	–	17.7
Your Average Salary						
ENGINEERING						
23. Research & Development Dept. Manager						
Number of Plants	1	3	2	3	1	10
Average Number of Persons Responsible For	5	1	1	1	3	1
Lowest Salary	28.6	32.0	25.0	21.0	58.4	21.0
Highest Salary	28.6	37.5	50.0	43.0	58.4	58.4
Median Salary 1980	28.6	34.1	37.5	27.5	58.4	33.1
Median Salary 1978	–	26.0	20.0	32.7	30.8	26.0
Your Average Salary						
24. Chief Engineer or Plant Engineer						
Number of Plants	7	14	4	2	1	28
Average Number of Persons Responsible For	6	2	1	4	4	3
Lowest Salary	14.2	17.5	14.8	21.6	40.0	14.2
Highest Salary	40.9	44.0	30.9	22.0	40.0	44.0
Median Salary 1980	32.0	33.2	27.9	21.8	40.0	28.4
Median Salary 1978	21.5	29.0	20.0	30.2	25.0	27.7
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Manufacturing Engineering Manager						
Number of Plants	3	6	1	3	2	15
Average Number of Persons Responsible For	5	1	5	1	–	2
Lowest Salary	16.0	18.0	35.6	17.0	26.0	17.0
Highest Salary	21.5	28.1	35.6	36.0	46.5	46.5
Median Salary 1980	21.0	23.0	35.6	26.5	31.1	23.0
Median Salary 1978	–	26.0	21.3	22.1	27.3	26.0
Your Average Salary						
26. Senior Salesman						
Number of Plants	3	4	1	4	–	12
Average Number of Persons Responsible For	3	2	1	1	–	2
Lowest Salary	19.5	23.5	26.1	23.7	–	19.5
Highest Salary	25.0	29.1	26.1	40.0	–	40.0
Median Salary 1980	22.2	24.5	26.1	26.4	–	25.0
Median Salary 1978	21.5	22.4	28.0	20.4	19.0	22.2
Your Average Salary						
27. Product Designer						
Number of Plants	1	1	1	–	–	3
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	18.2	28.0	22.5	–	–	18.2
Highest Salary	18.2	28.0	22.5	–	–	28.0
Median Salary 1980	18.2	28.0	22.5	–	–	22.5
Median Salary 1978	20.0	18.0	14.5	17.6	21.0	17.6
Your Average Salary						
28. Mold Designer						
Number of Plants	1	2	–	3	–	6
Average Number of Persons Responsible For	–	–	–	1	–	–
Lowest Salary	12.0	20.0	–	24.8	–	12.0
Highest Salary	12.0	22.0	–	26.5	–	26.5
Median Salary 1980	12.0	21.0	–	25.0	–	23.4
Median Salary 1978	–	18.0	19.0	20.0	22.0	19.0
Your Average Salary						
29. Estimator						
Number of Plants	1	5	–	1	–	7
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	19.7	12.8	–	24.5	–	12.8
Highest Salary	19.7	28.5	–	24.5	–	28.5
Median Salary 1980	19.7	18.0	–	24.5	–	19.7
Median Salary 1978	14.7	19.0	15.0	–	17.4	16.5
Your Average Salary						
PERSONNEL						
30. Personnel Manager						
Number of Plants	6	12	3	5	2	28
Average Number of Persons Responsible For	2	1	3	1	1	1
Lowest Salary	14.0	13.5	18.5	16.0	23.5	13.5
Highest Salary	29.2	29.2	33.8	36.0	33.0	36.0
Median Salary 1980	20.5	20.4	20.0	19.3	28.3	22.3
Median Salary 1978	14.4	18.3	14.5	15.7	20.1	17.8
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000 – $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
31. Office Manager						
Number of Plants	7	4	1	1	–	13
Average Number of Persons Responsible For	2	2	1	–	–	2
Lowest Salary	11.7	13.6	17.3	19.7	–	11.7
Highest Salary	28.6	24.0	17.3	19.7	–	28.6
Median Salary 1980	15.1	18.6	17.3	19.7	–	18.0
Median Salary 1978	12.0	16.8	12.4	20.4	12.5	15.0
Your Average Salary						
PURCHASING						
32. Purchasing Agent						
Number of Plants	7	11	2	4	2	26
Average Number of Persons Responsible For	1	1	5	1	6	2
Lowest Salary	14.2	18.8	19.3	13.8	25.5	13.8
Highest Salary	28.5	32.0	28.5	21.0	35.0	35.0
Median Salary 1980	18.5	25.0	23.9	19.3	30.3	21.0
Median Salary 1978	20.3	17.0	15.7	21.0	28.0	17.6
Your Average Salary						
33. Buyer						
Number of Plants	2	6	3	7	–	18
Averaee Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	12.8	11.4	10.6	11.8	–	10.6
Highest Salary	15.6	17.7	14.4	18.3	–	18.3
Median Salary 1980	14.2	15.1	12.3	16.4	–	14.7
Median Salary 1978	–	16.2	13.2	14.4	11.7	14.1
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	3	8	6	1	12	30
Average Number of Persons Responsible For	42	421	108	82	241	245
Lowest Salary	33.8	30.0	40.0	40.0	41.9	20.0
Highest Salary	45.0	92.0	82.6	40.0	100.0	100.0
Median Salary 1980	38.0	52.6	62.0	40.0	55.0	51.5
Median Salary 1978	64.5	42.0	–	38.0	51.8	50.0
Your Average Salary						
2. Plant Manager						
Number of Plants	8	23	13	3	1	48
Average Number of Persons Responsible For	50	186	72	75	300	128
Lowest Salary	27.0	26.7	27.0	29.0	55.0	26.7
Highest Salary	60.0	66.2	63.0	30.0	55.0	66.2
Median Salary 1980	33.5	40.6	39.5	30.0	55.0	39.3
Median Salary 1978	30.0	35.0	34.7	27.2	39.0	33.0
Your Average Salary						
3. Production Manager/Superintendent						
Number of Plants	7	24	12	2	2	47
Average Number of Persons Responsible For	48	65	18	66	16	47
Lowest Salary	19.6	22.0	20.0	24.8	39.0	19.6
Highest Salary	36.4	39.2	54.3	29.0	51.0	54.3
Median Salary 1980	29.8	29.2	25.0	26.9	42.0	27.5
Median Salary 1978	22.3	22.0	30.9	31.0	27.8	27.7
Your Average Salary						
4. General Foreman						
Number of Plants	5	18	8	2	1	34
Average Number of Persons Responsible For	7	19	13	3	3	14
Lowest Salary	18.7	17.6	14.0	18.3	21.0	14.0
Highest Salary	25.6	33.6	31.3	29.4	21.0	33.6
Median Salary 1980	20.6	22.2	20.0	19.9	21.0	21.0
Median Salary 1978	16.2	19.8	23.4	24.0	16.6	23.3
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	4	13	3	1	5	26
Average Number of Persons Responsible For	3	2	7	–	3	3
Lowest Salary	19.3	21.0	28.3	24.3	15.3	15.3
Highest Salary	25.0	55.2	39.5	24.3	32.2	55.2
Median Salary 1980	23.3	29.3	34.7	24.3	26.4	27.4
Median Salary 1978	24.0	24.2	32.9	–	19.8	25.0
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	6	16	9	–	5	36
Average Number of Persons Responsible For	4	4	7	–	17	7
Lowest Salary	16.0	16.0	17.3	–	18.1	16.0
Highest Salary	29.9	39.4	52.3	–	37.8	52.3
Median Salary 1980	23.5	23.7	21.3	–	29.7	25.0
Median Salary 1978	17.0	21.1	20.7	18.6	24.9	21.5
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Supervisor Quality Control						
Number of Plants	8	21	11	2	5	47
Average Number of Persons Responsible For	8	6	4	6	5	6
Lowest Salary	15.6	15.0	18.0	16.9	19.8	15.0
Highest Salary	32.2	40.1	40.0	21.8	46.3	46.3
Median Salary 1980	24.3	22.7	22.8	19.4	29.0	22.8
Median Salary 1978	24.0	19.1	21.1	15.0	19.2	20.0
Your Average Salary						
MARKETING						
8. Vice President Sales/Sales Manager						
Number of Plants	5	14	11	3	15	48
Average Number of Persons Responsible For	26	24	16	1	9	16
Lowest Salary	35.2	28.6	26.6	30.0	32.2	26.6
Highest Salary	67.6	59.8	70.3	33.0	80.0	80.0
Median Salary 1980	50.0	45.2	36.8	30.0	47.3	44.0
Median Salary 1978	38.9	33.6	–	30.0	38.0	36.5
Your Average Salary						
9. Assistant Sales Manager						
Number of Plants	2	1	3	–	3	9
Average Number of Persons Responsible For	10	1	5	–	1	4
Lowest Salary	36.0	45.0	38.0	–	27.0	27.0
Highest Salary	40.0	45.0	45.0	–	48.5	48.5
Median Salary 1980	37.0	45.0	41.2	–	35.0	39.0
Median Salary 1978	–	21.9	–	–	25.0	22.4
Your Average Salary						
10. Regional/District Sales Manager						
Number of Plants	4	5	7	–	9	25
Average Number of Persons Responsible For	1	1	2	–	2	1
Lowest Salary	32.2	22.3	19.5	–	29.5	19.5
Highest Salary	39.3	32.5	48.9	–	42.6	48.9
Median Salary 1980	32.9	28.8	38.7	–	31.9	32.9
Median Salary 1978	26.0	24.3	29.9	12.0	30.0	29.9
Your Average Salary						
11. Senior Salesman						
Number of Plants	5	6	5	–	8	24
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	25.9	21.6	26.4	–	15.6	15.6
Highest Salary	55.9	55.4	42.0	–	40.0	55.9
Median Salary 1980	31.4	30.0	34.5	–	28.9	30.0
Median Salary 1978	23.2	23.3	–	18.5	21.2	23.0
Your Average Salary						
12. Salesman 5–10 Years						
Number of Plants	5	5	6	–	8	24
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	14.9	20.0	24.0	–	24.0	14.9
Highest Salary	33.8	29.6	30.2	–	34.2	34.2
Median Salary 1980	17.8	25.6	25.6	–	26.6	25.6
Median Salary 1978	18.0	18.0	23.1	24.0	24.3	21.3
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 3–5 Years						
Number of Plants	5	5	4	–	9	23
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	13.9	17.7	21.7	–	17.9	13.9
Highest Salary	25.0	26.7	31.5	–	34.7	34.7
Median Salary 1980	16.7	21.7	24.5	–	25.1	21.7
Median Salary 1978	15.5	15.6	20.8	–	18.3	18.3
Your Average Salary						
14. Saiesman 1–3 Years						
Number of Plants	6	7	7	1	7	28
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	12.4	16.6	16.6	24.0	20.0	12.4
Highest Salary	27.3	29.5	30.7	24.0	27.0	30.7
Median Salary 1980	17.9	16.6	17.3	24.0	21.1	16.8
Median Salary 1978	12.8	16.8	20.8	12.0	15.6	15.6
Your Average Salary						
15. Sales Trainee						
Number of Plants	1	3	2	–	4	10
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	10.8	11.7	14.1	–	17.0	10.8
Highest Salary	10.8	18.0	19.5	–	23.0	23.0
Median Salary 1980	10.8	14.1	16.8	–	20.7	14.1
Median Salary 1978	14.5	–	–	–	13.8	14.3
Your Average Salary						
16. Customer Service Manager						
Number of Plants	4	11	9	–	11	35
Average Number of Persons Responsible For	7	3	2	–	2	3
Lowest Salary	20.0	13.0	11.8	–	14.0	11.8
Highest Salary	28.2	31.0	36.0	–	30.0	36.0
Median Salary 1980	24.6	20.9	22.0	–	19.8	20.8
Median Salary 1978	20.9	19.6	16.9	17.1	20.6	19.6
Your Average Salary						
FINANCIAL & ADMINISTRATIVE						
17. Treasurer						
Number of Plants	4	6	3	–	8	21
Average Number of Persons Responsible For	9	7	4	–	14	10
Lowest Salary	42.0	32.0	36.0	–	36.0	32.0
Highest Salary	143.0	41.9	58.0	–	60.0	143.0
Median Salary 1980	54.8	35.8	45.0	–	39.0	40.0
Median Salary 1978	41.3	30.0	–	–	32.8	32.0
Your Average Salary						
18. Controller or Accounting Manager						
Number of Plants	5	15	10	2	15	47
Average Number of Persons Responsible For	8	5	6	6	9	7
Lowest Salary	32.5	22.3	18.0	15.0	19.9	15.0
Highest Salary	65.0	48.4	44.0	20.0	53.2	65.0
Median Salary 1980	38.7	32.1	34.0	17.5	30.5	33.4
Median Salary 1978	26.7	27.0	27.1	29.0	25.4	27.1
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Accountant–Cost Supervisor						
Number of Plants	2	6	5	–	10	23
Average Number of Persons Responsible For	4	1	2	–	2	2
Lowest Salary	19.1	16.5	15.1	–	21.0	15.1
Highest Salary	28.0	29.1	32.8	–	32.0	32.8
Median Salary 1980	23.6	22.4	29.0	–	22.7	23.2
Median Salary 1978	23.0	19.0	18.9	–	24.9	23.0
Your Average Salary						
20. Accountant–General Supervisor						
Number of Plants	1	9	6	–	10	26
Average Number of Persons Responsible For	6	3	4	–	3	4
Lowest Salary	24.8	14.0	18.5	–	15.8	14.0
Highest Salary	24.8	32.1	33.5	–	32.0	33.5
Median Salary 1980	24.8	18.7	27.2	–	21.8	22.0
Median Salary 1978	17.3	16.0	19.3	17.6	18.0	18.0
Your Average Salary						
21. Credit Manager						
Number of Plants	4	3	2	–	6	15
Average Number of Persons Responsible For	1	–	2	–	2	1
Lowest Salary	18.7	10.2	24.5	–	23.5	10.2
Highest Salary	37.5	24.6	29.9	–	30.0	37.5
Median Salary 1980	23.5	16.8	27.2	–	26.6	24.6
Median Salary 1978	19.5	11.8	–	–	20.0	19.5
Your Average Salary						
22. Manager–Electronic Data Processing						
Number of Plants	3	10	6	–	11	30
Average Number of Persons Responsible For	3	3	4	–	4	4
Lowest Salary	26.0	13.5	22.0	–	15.8	13.5
Highest Salary	27.0	55.0	35.8	–	38.0	55.0
Median Salary 1980	26.2	24.0	31.9	–	28.5	27.0
Median Salary 1978	23.2	24.0	–	–	22.3	23.2
Your Average Salary						
ENGINEERING						
23. Research & Development Dept. Manager						
Number of Plants	2	8	9	2	9	30
Average Number of Persons Responsible For	8	4	7	25	5	7
Lowest Salary	33.0	26.2	24.0	30.0	16.8	16.8
Highest Salary	52.0	50.9	52.7	38.8	47.0	52.7
Median Salary 1980	42.5	34.5	34.0	34.4	36.0	36.0
Median Salary 1978	35.0	32.4	–	–	34.5	34.5
Your Average Salary						
24. Chief Engineer or Plant Engineer						
Number of Plants	3	13	9	1	10	36
Average Number of Persons Responsible For	18	8	7	5	5	8
Lowest Salary	31.0	22.3	19.4	36.3	22.5	19.4
Highest Salary	36.8	51.5	65.0	36.3	42.0	65.0
Median Salary 1980	32.7	32.8	30.0	36.3	34.0	32.9
Median Salary 1978	31.7	31.0	30.5	25.0	28.5	28.6
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Manufacturing Engineering Manager						
Number of Plants	3	9	4	1	5	22
Average Number of Persons Responsible For	6	9	3	2	5	6
Lowest Salary	22.0	23.6	32.2	33.3	22.3	22.0
Highest Salary	40.3	40.9	39.0	33.3	41.7	41.7
Median Salary 1980	33.0	30.0	34.3	33.3	34.0	33.2
Median Salary 1978	28.1	25.8	22.3	–	30.6	26.3
Your Average Salary						
26. Senior Engineer						
Number of Plants	2	8	5	1	4	20
Average Number of Persons Responsible For	–	1	–	–	–	–
Lowest Salary	20.3	20.4	24.1	30.5	32.0	20.3
Highest Salary	31.7	33.7	38.0	30.5	36.3	38.0
Median Salary 1980	30.0	25.0	38.0	30.5	32.7	32.7
Median Salary 1978	24.5	21.4	29.7	–	23.7	24.5
Your Average Salary						
27. Product Designer						
Number of Plants	–	4	2	–	4	10
Average Number of Persons Responsible For	–	–	1	–	–	–
Lowest Salary	–	21.1	24.0	–	23.1	21.1
Highest Salary	–	25.9	25.4	–	25.0	25.9
Median Salary 1980	–	22.0	25.0	–	25.0	25.0
Median Salary 1978	28.0	19.6	22.1	–	20.4	21.6
Your Average Salary						
28. Mold Designer						
Number of Plants	–	2	5	1	4	12
Average Number of Persons Responsible For	–	–	1	–	1	1
Lowest Salary	–	21.5	21.1	24.7	18.1	18.1
Highest Salary	–	22.4	29.0	24.7	31.3	31.3
Median Salary 1980	–	21.7	25.4	24.7	27.5	25.7
Median Salary 1978	26.0	22.0	22.9	–	22.1	23.0
Your Average Salary						
29. Estimator						
Number of Plants	1	5	2	–	6	14
Average Number of Persons Responsible For	1	1	1	–	–	1
Lowest Salary	18.5	16.6	19.5	–	17.2	16.6
Highest Salary	18.5	32.4	23.0	–	31.0	32.4
Median Salary 1980	18.5	22.1	20.7	–	24.5	22.1
Median Salary 1978	16.1	17.9	–	–	14.5	15.8
Your Average Salary						
PERSONNEL						
30. Personnel Manager						
Number of Plants	3	23	5	1	12	44
Average Number of Persons Responsible For	1	16	2	1	2	5
Lowest Salary	24.0	15.1	14.3	17.5	15.8	14.3
Highest Salary	34.0	41.4	37.0	17.5	39.0	41.4
Median Salary 1980	26.8	24.5	23.3	17.5	25.2	24.8
Median Salary 1978	22.5	23.5	21.5	16.2	22.7	22.5
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
31. Office Manager						
Number of Plants	3	4	3	–	3	13
Average Number of Persons Responsible For	5	7	2	–	3	5
Lowest Salary	18.2	19.5	20.7	–	14.9	14.9
Highest Salary	37.8	28.6	25.4	–	21.0	37.8
Median Salary 1980	28.0	20.8	22.0	–	17.7	20.4
Median Salary 1978	–	21.1	–	–	–	21.1
Your Average Salary						
PURCHASING						
32. Purchasing Agent						
Number of Plants	5	10	8	1	6	30
Average Number of Persons Responsible For	1	2	2	1	1	2
Lowest Salary	13.8	20.2	15.0	20.1	25.9	13.8
Highest Salary	42.4	35.8	42.4	20.1	39.0	42.4
Median Salary 1980	26.0	24.1	21.0	20.1	29.0	25.3
Median Salary 1978	21.5	19.2	20.0	19.2	24.2	20.0
Your Average Salary						
33. Buyer						
Number of Plants	3	11	6	1	5	26
Average Number of Persons Responsible For	1	–	–	–	–	–
Lowest Salary	16.7	12.5	11.6	14.5	13.4	11.6
Highest Salary	24.2	26.6	28.5	14.5	21.0	28.5
Median Salary 1980	21.5	19.5	19.6	14.5	14.6	19.5
Median Salary 1978	17.8	15.4	13.7	–	13.0	15.3
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	26	39	21	23	13	122
Average Number of Persons Responsible For	61	115	66	35	236	89
Lowest Salary	25.0	15.6	25.2	21.6	41.9	15.6
Highest Salary	75.0	92.0	82.6	80.0	100.0	100.0
Median Salary 1980	40.0	43.2	48.5	42.0	56.5	45.0
Median Salary 1978	40.0	40.0	37.9	36.0	47.5	40.0
Your Average Salary						
2. Plant Manager						
Number of Plants	36	67	41	31	2	177
Average Number of Persons Responsible For	46	82	44	51	215	61
Lowest Salary	18.2	17.2	18.0	14.5	42.0	14.5
Highest Salary	60.0	66.2	79.8	43.1	55.0	79.8
Median Salary 1980	27.8	36.0	31.0	26.0	48.5	31.9
Median Salary 1978	25.5	30.0	26.4	27.0	30.6	27.4
Your Average Salary						
3. Production Manager—Superintendent						
Number of Plants	33	69	32	21	2	157
Average Number of Persons Responsible For	40	36	25	35	16	34
Lowest Salary	19.0	15.6	15.0	19.8	39.0	15.0
Highest Salary	36.4	65.1	54.3	35.0	51.0	65.1
Median Salary 1980	26.3	27.6	25.0	29.0	42.0	25.7
Median Salary 1978	22.3	21.0	21.4	22.1	27.5	22.0
Your Average Salary						
4. General Foreman						
Number of Plants	35	56	27	24	2	144
Average Number of Persons Responsible For	15	15	12	12	9	14
Lowest Salary	10.0	15.0	8.5	13.3	21.0	8.5
Highest Salary	27.3	39.0	31.3	29.4	25.5	39.0
Median Salary 1980	18.7	20.6	18.2	20.7	23.3	19.5
Median Salary 1978	17.2	18.0	18.5	16.9	16.6	17.5
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	13	22	6	7	6	54
Average Number of Persons Responsible For	2	3	6	4	4	3
Lowest Salary	16.9	18.3	19.7	21.3	15.3	15.3
Highest Salary	27.6	55.2	39.5	35.8	32.2	55.2
Median Salary 1980	22.6	23.8	31.5	26.5	26.4	24.0
Median Salary 1978	18.8	22.0	23.0	20.0	17.3	20.0
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	23	31	15	10	6	85
Average Number of Persons Responsible For	5	3	6	5	15	5
Lowest Salary	9.0	12.1	14.0	15.1	18.1	9.0
Highest Salary	29.9	39.4	52.3	26.4	37.8	52.3
Median Salary 1980	17.1	22.0	21.7	19.1	25.7	21.9
Median Salary 1978	16.7	18.0	15.5	17.3	26.0	17.4
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Supervisor Quality Control						
Number of Plants	31	59	28	16	6	140
Average Number of Persons Responsible For	6	4	6	8	5	5
Lowest Salary	12.0	12.3	12.5	16.0	19.8	12.0
Highest Salary	32.2	40.1	40.0	27.0	46.3	46.3
Median Salary 1980	17.1	20.1	22.1	19.9	29.0	20.0
Median Salary 1978	16.0	17.0	17.2	15.5	19.2	16.0
Your Average Salary						
MARKETING						
8. Vice President Sales/Sales Manager						
Number of Plants	26	42	26	22	16	132
Average Number of Persons Responsible For	7	10	8	3	7	7
Lowest Salary	18.0	15.6	19.8	18.0	32.2	15.6
Highest Salary	100.0	59.8	70.3	50.0	80.0	100.0
Median Salary 1980	34.4	34.0	33.0	33.5	43.1	36.2
Median Salary 1978	30.0	27.7	24.4	30.0	36.5	30.0
Your Average Salary						
9. Assistant Sales Manager						
Number of Plants	5	4	4	2	3	18
Average Number of Persons Responsible For	6	2	6	1	1	3
Lowest Salary	35.0	18.0	36.0	18.4	27.0	18.0
Highest Salary	42.6	45.0	45.0	22.0	48.5	48.5
Median Salary 1980	40.0	21.5	39.6	20.2	35.0	36.0
Median Salary 1978	21.8	24.7	20.7	29.0	25.0	25.0
Your Average Salary						
10. Regional District Sales Manager						
Number of Plants	8	11	12	6	9	46
Average Number of Persons Responsible For	1	1	1	1	2	1
Lowest Salary	24.0	20.0	18.9	24.0	29.5	18.9
Highest Salary	39.3	37.5	48.9	43.0	42.6	48.9
Median Salary 1980	32.9	28.8	26.3	28.5	31.9	29.5
Median Salary 1978	18.0	24.8	23.8	28.6	27.2	27.2
Your Average Salary						
11. Senior Salesman						
Number of Plants	11	11	7	7	8	44
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	20.0	19.7	15.6	9.6	15.6	9.6
Highest Salary	55.9	55.4	42.0	69.0	40.0	69.0
Median Salary 1980	27.0	30.0	30.0	29.2	28.9	29.9
Median Salary 1978	25.7	25.7	27.2	25.0	20.6	25.0
Your Average Salary						
12. Salesman 5–10 Years						
Number of Plants	6	14	6	3	8	41
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	14.9	17.1	20.0	18.3	24.0	14.9
Highest Salary	33.8	35.0	32.0	30.7	34.2	35.0
Median Salary 1980	20.7	25.6	25.6	26.4	26.6	25.0
Median Salary 1978	18.0	21.2	22.1	22.9	24.5	21.5
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 3–5 Years						
Number of Plants	9	11	7	3	9	39
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	13.9	15.6	17.5	19.0	17.9	13.9
Highest Salary	25.0	35.5	31.5	22.8	34.7	35.5
Median Salary 1980	16.7	21.7	25.0	21.5	25.1	21.7
Median Salary 1978	16.4	18.8	20.8	21.9	20.5	20.3
Your Average Salary						
14. Salesman 1–3 Years						
Number of Plants	14	20	17	12	7	70
Average Number of Persons Responsible For	–	–	–	–	–	–
Lowest Salary	12.4	14.0	12.0	15.0	20.0	12.0
Highest Salary	27.3	36.0	30.7	24.9	27.0	36.0
Median Salary 1980	19.4	16.6	16.6	20.5	21.1	16.8
Median Salary 1978	12.8	18.3	17.5	18.5	15.6	17.6
Your Average Salary						
15. Sales Trainee						
Number of Plants	4	7	6	2	5	24
Average Number of Persons Responsible For	–	–	1	–	–	–
Lowest Salary	10.4	11.7	12.5	15.0	17.0	10.4
Highest Salary	18.2	20.0	19.5	19.6	23.0	23.0
Median Salary 1980	14.0	14.1	14.1	17.3	20.7	14.1
Median Salary 1978	12.5	11.0	–	12.0	13.5	12.0
Your Average Salary						
16. Customer Service Manager						
Number of Plants	13	20	14	7	12	66
Average Number of Persons Responsible For	2	3	2	1	2	2
Lowest Salary	9.0	12.0	11.8	13.2	14.0	9.0
Highest Salary	28.2	36.5	36.0	30.0	30.0	36.5
Median Salary 1980	18.8	19.3	18.9	18.3	20.3	18.8
Median Salary 1978	15.4	16.4	16.9	14.4	19.8	16.9
Your Average Salary						
FINANCE & ADMINISTRATIVE						
17. Treasurer						
Number of Plants	7	13	8	6	9	43
Average Number of Persons Responsible For	7	5	3	6	14	7
Lowest Salary	40.0	25.0	21.6	18.6	36.0	18.6
Highest Salary	143.0	41.9	58.0	40.0	60.0	143.0
Median Salary 1980	43.4	36.0	39.5	33.3	40.0	37.0
Median Salary 1978	36.9	31.0	31.5	17.5	30.8	30.0
Your Average Salary						
18. Controller or Accounting Manager						
Number of Plants	21	44	16	17	17	115
Average Number of Persons Responsible For	5	4	5	3	9	5
Lowest Salary	12.2	12.0	18.0	15.0	19.9	12.0
Highest Salary	65.0	48.4	44.0	40.0	53.2	65.0
Median Salary 1980	24.8	25.2	31.0	24.7	29.0	28.4
Median Salary 1978	21.7	24.7	22.0	29.0	25.4	24.7
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Accountant–Cost Supervisor						
Number of Plants	7	13	7	2	10	39
Average Number of Persons Responsible For	1	1	2	1	2	1
Lowest Salary	15.1	14.0	15.1	17.0	21.0	14.0
Highest Salary	28.0	29.1	32.8	24.0	32.0	32.8
Median Salary 1980	19.1	21.4	27.0	20.5	22.7	21.8
Median Salary 1978	17.5	18.5	16.7	22.3	24.7	19.0
Your Average Salary						
20. Accountant–General Supervisor						
Number of Plants	11	17	10	8	10	56
Average Number of Persons Responsible For	2	2	4	1	3	3
Lowest Salary	12.5	11.7	16.0	15.0	15.8	11.7
Highest Salary	24.8	32.1	33.5	22.2	32.0	33.5
Median Salary 1980	17.4	17.2	24.6	18.8	21.8	18.5
Median Salary 1978	14.3	14.9	13.0	15.0	18.0	15.7
Your Average Salary						
21. Credit Manager						
Number of Plants	7	11	3	3	6	30
Average Number of Persons Responsible For	1	–	2	–	2	1
Lowest Salary	11.5	10.2	21.0	23.0	23.5	10.2
Highest Salary	37.5	24.6	29.9	24.0	30.0	37.5
Median Salary 1980	18.9	14.5	24.5	23.5	26.6	21.0
Median Salary 1978	12.5	16.2	–	15.0	20.0	16.2
Your Average Salary						
22. Manager–Electronic Data Processing						
Number of Plants	7	19	9	2	12	49
Average Number of Persons Responsible For	2	3	4	1	4	3
Lowest Salary	13.0	11.0	16.6	17.7	15.8	11.0
Highest Salary	33.0	55.0	35.8	28.6	38.0	55.0
Median Salary 1980	26.2	24.0	28.4	23.2	28.5	25.8
Median Salary 1978	21.1	21.5	13.9	18.8	22.3	20.7
Your Average Salary						
ENGINEERING						
23. Research & Development Dept. Manager						
Number of Plants	5	16	12	11	10	54
Average Number of Persons Responsible For	5	4	5	6	5	5
Lowest Salary	24.0	20.0	18.0	18.0	16.8	16.8
Highest Salary	52.0	60.0	52.7	43.0	58.4	60.0
Median Salary 1980	33.0	32.5	30.5	30.0	36.3	33.0
Median Salary 1978	27.7	27.0	25.0	35.5	32.7	27.4
Your Average Salary						
24. Chief Engineer or Plant Engineer						
Number of Plants	15	39	17	6	11	88
Average Number of Persons Responsible For	7	5	5	3	4	5
Lowest Salary	14.2	17.0	14.8	21.6	22.5	14.2
Highest Salary	40.9	51.5	65.0	36.3	42.0	65.0
Median Salary 1980	31.0	30.0	29.4	22.7	35.0	30.5
Median Salary 1978	19.7	27.3	23.9	22.2	27.8	25.0
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Manufacturing Engineering Manager						
Number of Plants	12	21	7	5	7	52
Average Number of Persons Responsible For	4	5	3	2	3	4
Lowest Salary	18.0	18.0	19.8	17.0	22.3	17.0
Highest Salary	40.3	51.2	39.0	36.0	46.5	51.2
Median Salary 1980	22.6	28.0	33.5	26.5	34.0	27.5
Median Salary 1978	26.5	25.0	22.3	22.1	27.5	24.6
Your Average Salary						
26. Senior Engineer						
Number of Plants	10	18	10	6	4	48
Average Number of Persons Responsible For	1	1	1	1	1	1
Lowest Salary	19.5	16.0	22.1	23.7	32.0	16.0
Highest Salary	31.7	33.7	38.0	40.0	36.3	40.0
Median Salary 1980	23.3	25.0	33.5	29.2	32.7	27.7
Median Salary 1978	24.5	21.4	23.6	23.8	23.7	23.7
Your Average Salary						
27. Product Designer						
Number of Plants	5	10	6	2	4	27
Average Number of Persons Responsible For	–	–	1	1	–	–
Lowest Salary	15.0	17.0	22.0	18.2	23.1	15.0
Highest Salary	22.0	28.0	25.4	27.0	25.0	28.0
Median Salary 1980	17.0	22.0	22.5	22.6	25.0	22.5
Median Salary 1978	24.0	17.8	14.3	16.2	20.5	18.5
Your Average Salary						
28. Mold Designer						
Number of Plants	4	11	5	7	4	31
Average Number of Persons Responsible For	1	–	1	1	1	1
Lowest Salary	12.0	18.0	18.3	16.0	18.1	12.0
Highest Salary	23.0	27.7	29.0	30.0	31.3	31.3
Median Salary 1980	19.6	21.5	25.4	25.0	27.5	24.0
Median Salary 1978	22.0	20.6	22.8	20.0	22.9	21.0
Your Average Salary						
29. Estimator						
Number of Plants	6	16	4	3	6	35
Average Number of Persons Responsible For	–	1	1	1	–	–
Lowest Salary	13.5	12.8	14.0	22.0	17.2	12.8
Highest Salary	19.7	32.4	23.0	24.5	31.0	32.4
Median Salary 1980	17.8	20.0	19.5	24.0	24.5	19.6
Median Salary 1978	15.4	15.3	14.5	20.0	14.5	15.0
Your Average Salary						
PERSONNEL						
30. Personnel Manager						
Number of Plants	14	42	9	11	14	90
Average Number of Persons Responsible For	1	10	2	11	2	6
Lowest Salary	12.0	13.5	14.3	15.8	15.8	12.0
Highest Salary	34.0	41.2	37.0	36.0	39.0	41.2
Median Salary 1980	20.5	23.9	23.0	19.3	25.2	23.4
Median Salary 1978	15.5	20.4	19.0	15.6	21.6	20.1
Your Average Salary						

ALL SALES VOLUME

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
31. Office Manager						
Number of Plants	16	22	12	7	3	60
Average Number of Persons Responsible For	3	3	2	2	3	2
Lowest Salary	11.0	11.3	11.0	13.0	14.9	11.0
Highest Salary	37.8	36.0	25.4	24.0	21.0	37.8
Median Salary 1980	14.5	18.8	20.9	19.2	17.7	18.0
Median Salary 1978	15.0	15.0	12.7	14.4	12.5	14.6
Your Average Salary						
PURCHASING						
32. Purchasing Agent						
Number of Plants	22	31	16	8	8	85
Average Number of Persons Responsible For	1	1	2	1	2	1
Lowest Salary	12.5	10.5	15.0	13.0	25.5	10.5
Highest Salary	42.4	35.8	42.4	24.0	39.0	42.4
Median Salary 1980	21.0	23.8	18.7	20.3	29.0	21.8
Median Salary 1978	20.3	18.0	16.9	15.6	24.6	17.8
Your Average Salary						
33. Buyer						
Number of Plants	6	24	9	11	5	55
Average Number of Persons Responsible For	1	–	–	–	–	–
Lowest Salary	12.8	11.4	10.6	11.8	13.4	10.6
Highest Salary	24.2	26.6	28.5	18.3	21.0	28.5
Median Salary 1980	16.2	15.3	14.4	15.6	14.6	15.6
Median Salary 1978	13.8	15.3	13.7	11.8	13.0	14.1
Your Average Salary						

QUESTIONNAIRE DECEMBER, 1980

SALARY SURVEY No. 12—1980 PLASTICS PROCESSING COMPANIES

CONFIDENTIAL

FOR PLASTICS PROCESSING COMPANIES ONLY

TO: VOTING REPRESENTATIVES—U.S. MEMBER FIRMS

This is the questionnaire for the twelfth Salary Survey for plastics processing companies which are either custom or proprietary firms engaged in compression and injection molding; extruding; reinforced plastics; or other methods of processing.

Divisions are to be reported separately under the first set of columns.

Generally, the survey will cover the calendar year 1980 or closest fiscal year **(however, the most recent compensation levels should be reported, even if this means showing salaries as adjusted in early January, 1981).** The completed study will provide valuable guidelines for use in comparing your own salaries with those of other companies in the industry. Employees reported should be permanent, full-time employees. A complete list of descriptions for each of the salaried positions appears on pages 4 and 5. Please review these Job Titles and the Descriptions before attempting to complete this questionnaire.

Please return one copy of the questionnaire by January 16, 1981 to Dr. Ernest Kurnow, Professor of Business Statistics, Graduate School of Business Administration, New York University, 100 Trinity Place, New York 10006 in the pre-addressed envelope enclosed.

To insure confidentiality DO NOT sign or list your company name on this questionnaire. However, **to receive a copy of the finished report** it will be necessary for you to complete the enclosed "Report Mailing Card." Mail this card with your completed questionnaire to Dr. Kurnow.

Financial Management Committee
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
355 Lexington Avenue, New York, N.Y. 10017

SALARY SURVEY NO. 12
PLASTICS PROCESSING COMPANIES
Questionnaire (1980)

(Confidential)

ANNUAL SALES VOLUME THIS DIVISION	ANNUAL SALES VOLUME THIS PLANT
Up to $1,000,000 ☐	Up to $1,000,000 ☐
$1,000,000 to $2,000,000 ☐	$1,000,000 to $2,000,000 ☐
$2,000,000 to $5,000,000 ☐	$2,000,000 to $5,000,000 ☐
$5,000,000 to $10,000,000 ☐	$5,000,000 to $10,000,000 ☐
Over $10,000,000 ☐	Over $10,000,000 ☐

Check attached for description of these positions.	Division Location City & State _____			Plant Location City & State _____		
	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.)	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.)
MANUFACTURING						
1. General Manager (excluding Owner-Manager of over 25% ownership)						
2. Plant Manager						
3. Production Manager, Superintendent						
4. General Foreman						
5. Manager/Plant or Industrial Engineer						
6. Traffic Manager and/or Distribution Manager						
7. Supervisor, Quality Control						
MARKETING						
8. Vice President Sales/Sales Manager						
9. Assistant Sales Manager						
10. Regional/District Sales Manager						
11. Senior Salesman						
12. Salesman 5-10 Years						
13. Salesman 3-5 Years						
14. Salesman 1-3 Years						
15. Sales Trainee						
16. Customer Service Manager						
FINANCE AND ADMINISTRATIVE						
17. Treasurer						
18. Controller or Accounting Manager						
19. Accountant–Cost Supervisor						
20. Accountant–General Supervisor						
21. Credit Manager						
22. Manager–Electronic Data Processing						
ENGINEERING						
23. Research & Development Department Manager						
24. Chief Engineer or Plant Engineer						
25. Manufacturing Engineering Manager						
26. Senior Engineer						
27. Product Designer						
28. Mold Designer						
29. Estimator						
PERSONNEL						
30. Personnel Manager						
31. Office Manager						
PURCHASING						
32. Purchasing Agent (Manager of Purchases)						
33. Buyer						

Does your company pay bonuses? ☐ Yes ☐ No

If yes, on what basis? _____

*Please list any other salaried positions you feel should be included in this and future surveys. _____

ANNUAL SALES VOLUME THIS PLANT	ANNUAL SALES VOLUME THIS PLANT	ANNUAL SALES VOLUME THIS PLANT
Up to $1,000,000 ☐	Up to $1,000,000 ☐	Up to $1,000,000 ☐
$1,000,000 to $2,000,000 ☐	$1,000,000 to $2,000,000 ☐	$1,000,000 to $2,000,000 ☐
$2,000,000 to $5,000,000 ☐	$2,000,000 to $5,000,000 ☐	$2,000,000 to $5,000,000 ☐
$5,000,000 to $10,000,000 ☐	$5,000,000 to $10,000,000 ☐	$5,000,000 to $10,000,000 ☐
Over $10,000,000 ☐	Over $10,000,000 ☐	Over $10,000,000 ☐

Plant Location City & State _____			Plant Location City & State _____			Plant Location City & State _____		
No. Of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.)	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.)	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.)

SALARY SURVEY NO. 12—1980
PLASTICS PROCESSING COMPANIES

LIST OF SALARIED POSITION DESCRIPTIONS

The following is a list of salaried position descriptions prepared to assist you in identifying the particular positions presented in the questionnaire. While most of the descriptions are based upon actual descriptions used in processing plants, they are necessarily general since titles and duties tend to vary from company to company.

1. **GENERAL MANAGER (Excluding Owner-Manager of over 25% ownership)**
   Responsible for profitability of operations including manufacturing, financing, and marketing of assigned products. Coordinates with functional departments in the development, installation, and execution of specialized services to obtain objectives. Formulates, develops, and administers management activities in accordance with policies. (For the purposes of this survey, does not include general managers who are owners or part owners of proprietorships, partnerships or private corporations.)

2. **PLANT MANAGER**
   Formulates and executes plant policies, practices, and procedures. Directs production activities to meet sales objectives at maximum efficiency and minimum cost. Exercises general supervision and assumes responsibility for the effective administration of the plant. Works closely with functional and line managers in accomplishing plant objectives.

3. **PRODUCTION MANAGER/SUPERINTENDENT**
   Coordinates and plans production activities of the manufacturing plant, directs the work of the various production departments directly or through subordinate foremen. Authorizes the staffing of production and schedules production flow in accordance with cost, time, and specification estimates. Provides information on new production methods and equipment, wage rate problems, and need for maintenance of all plant machinery and equipment. Works closely with union representatives in settling employee grievances in accordance with union contract.

4. **GENERAL FOREMAN**
   Responsible for the efficient, safe, and profitable operation of his units and for advising and making recommendations to the Plant Manager. Directs production activities, interprets and executes production policies of the Plant Manager and directs this work through subordinate foremen. Locates and solves operating difficulties and renders technical advice to subordinates or superiors. Directs observance of safety precautions by operating personnel and personally directs production operations in emergencies.

5. **MANAGER OR PLANT OR INDUSTRIAL ENGINEER**
   Performs a variety of engineering work in planning and overseeing utilization of production facilities and personnel in department or other subdivisions of industrial establishments: plans equipment layout, work flow and accident prevention measures to maintain efficient and safe utilization of plant facilities. Plans and oversees work study and training programs to promote efficient man power utilization.

6. **TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER**
   Directs traffic activities of organization; formulates plans and procedures for transporting raw materials to production areas; and finished goods to customers, warehouses and storage locations. Analyzes transportation facilities and commodity classifications to determine most efficient and economical shipping rates and route; furnishes traffic data to other departments and customers. Also initiates investigations of shipping damages, delays, overcharges and insurance charges.

7. **SUPERVISOR, QUALITY CONTROL**
   Responsible for the interpretation and enforcement of quality standards as established by the development division. Directs and instructs the various inspectors assigned to the processing and finishing sections. Analyzes complaints and rejections; determines the cause and initiates preventive measures. Orders special gauges and assists in the design of same. Checks plant rejects, die inspection reports, and approves the acceptance of all inserts and accessories.

8. **VICE PRESIDENT SALES/SALES MANAGER**
   Responsible for planning, organizing, directing and controlling the sales policies and programs of the company. Generally involves advertising, sales promotion, pricing, distribution, and related marketing activities. Responsible for overall staffing, developing, and motivating the sales force under his jurisdiction.

9. **ASSISTANT SALES MANAGER**
   Provides assistance and advice to the Sales Manager in planning and coordinating marketing policies and programs of the company. Works with the Sales Manager in the development of methods and procedures pertaining to sales personnel, sales development, sales administration, sales planning, and sales management. Engages in preparation and interpretation of market reports and statistics.

10. **REGIONAL/DISTRICT SALES MANAGER**
    Responsible for the sale of company products in a specified region, district or other geographical area. Supervises one or more salesmen and such branch sales office activities as may be required. May also select and develop dealers, distributors and customer representatives and, in some cases, may supervise warehousing or other distribution facilities.

11. **SENIOR SALESMAN**
    The highest organization line selling responsibilities. Has acquired complete familiarity with company's production, services and policies through several years' experience as a salesman with the company and specialized training as required. Generally assigned to accounts and territories of major importance.

12. **SALESMAN 5-10 YEARS**

13. **SALESMAN 3-5 YEARS**

14. **SALESMAN 1-3 YEARS**

15. **SALES TRAINEE**
    Sales personnel in training and not yet considered qualified to handle the full range of sales responsibilities for specific accounts and territories.

16. **CUSTOMER SERVICE MANAGER**
    Works for salesman and sales management, acting as liaison between customers and company. Primarily responsible for insuring that customers receive the best sales service possible through processing of orders, general correspondence and coordination with other company functions such as purchasing, production, engineering or shipping. May supervise one or more people in support of sales effort. In some organizations he may act as chief contact for customer regarding orders.

17. TREASURER
Responsible for developing and directing the operation of policies, procedures, plans and programs governing all financial matters in the company, and for advising and making recommendations to the President or General Manager in the determination of overall company objectives and policies wherever financial considerations are involved.

18. CONTROLLER OR ACCOUNTING MANAGER
Responsible for the development and maintenance of procedures for the financial control of the plant and for safeguarding of assets, accounting activities, profit-planning activities; preparation and interpretation of regular and special financial and statistical reports; determination of costs and directing any other assigned financial activities of the plant.

19. ACCOUNTANT—COST SUPERVISOR
Applies principles of accounting to install and maintain systems for providing details of cost data not ordinarily supplied by accounting systems. Plans, sets-up, and directs costs findings regarding raw material, direct labor and overhead items. Provides management with reports for decision making, such as pricing and product line performance.

20. ACCOUNTANT—GENERAL SUPERVISOR
Applies principles of accounting to install and maintain general accounting system. Provides records of assets and liabilities and all financial transactions. Responsible for the preparation of income statements and balance sheets issued periodically.

21. CREDIT MANAGER
Manages credit and collection policies of the company. Devises systems for recording and using credit information received from all sources. Analyzes and/or authorizes the granting of credit to customers; effects ultimate collection of accounts receivable. Surveys and analyzes the various economic factors affecting the credit indices of the industries served. Prepares periodic reports for management on the current status of accounts receivable.

22. MANAGER—ELECTRONIC DATA PROCESSING
Directs and coordinates planning and production activities of electronic data processing unit. Interprets policies, purposes and goals of an organization to subordinates. Consults with management to define boundaries and priorities of tentative projects, discuss equipment acquisition, determine specific information requirements of management, and allocate operating time of computer systems. May include managing of systems and programming functions.

23. RESEARCH AND DEVELOPMENT DEPARTMENT MANAGER
Directs research studies in the development of new products and manufacturing methods in line with company objectives and policies. Is usually in charge of specialized testing and analytical services and of test methods and service on standards. Responsible generally to top management.

24. CHIEF ENGINEER OR PLANT ENGINEER
Directs the design, construction, and maintenance of equipment, machinery and buildings in the plant. Established standards and policies for testing, operating procedures, inspection and maintenance of equipment in accordance with engineering principles and safety regulations, and supervises directly or through subordinates, the maintenance of plant buildings. Provides technical consultation service where necessary.

25. MANUFACTURING ENGINEERING MANAGER
Directs the activities of tooling engineers, mold designers, secondary machinery engineers, cost estimators and other related disciplines. Works closely with sales and management on tooling and cost reduction requirements.

26. SENIOR ENGINEER
Responsible generally to the Chief Engineer for performing engineering staff assignments to improve plant operating efficiency, involving inspection, trouble-shooting, and design alteration. Also performs engineering assignments related to maintenance and construction projects for plant buildings and grounds. Investigates assigned problems and recommends courses of action. Job assignments are primarily concerned with process and mechanical problems and projects.

27. PRODUCT DESIGNER
Creates designs for products to be produced by the company from plastic materials. Investigates the practicability of designs in relation to limitations of plant manufacturing equipment, cost, availability of new equipment, probable selling price, general utility, and industry specifications. Gives advice on construction, manufacture, materials, and processes. Experiments with existing machinery to improve design and keeps abreast of engineering progress.

28. MOLD DESIGNER
Designs the mold based on customer requirements, giving special consideration to the type of equipment to be used. May also be responsible for developing mold cost quotations.

29. ESTIMATOR
Develops part cost estimates from blueprints, samples, or molds. Selects material best suited for application, calculates amount of material required, determines mold capacity, type of mold, machine cycle time, and finishing operations. May also be responsible for developing mold cost quotations.

30. PERSONNEL MANAGER
Formulates and administers policies affecting management's relationships with its employees on an individual basis, such as staffing, developing, and motivating the work force. Performs audit and review of personnel activities and conducts periodic research to determine the effectiveness of these policies and to provide areas for improvement. In the absence of a Labor Relations manager, he generally administers the union contract.

31. OFFICE MANAGER
Responsible for the supervision of the clerical staff of the business office. Coordinates all office service activities required for the efficient operation of the company. Develops plans and programs for the maximum utilization of service and equipment.

32. PURCHASING AGENT (MANAGER OF PURCHASES)
Responsible for overall direction and coordination of those functions relating to outside and inter-plant purchases. This involves raw material purchases as well as the procurement of component parts, equipment, maintenance supplies, office supplies, and so forth.

33. BUYER
Secures generally raw materials, components, packaging materials, office equipment, printing, stationery supplies, machinery and services for a production complex. Executes releases on blanket orders placed by Central Purchasing and purchases other items directly under specified limits or requisitions them from Central Purchasing. Sells and disposes of scrap, salvage and obsolete items.

FINANCIAL MANAGEMENT COMMITTEE
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
355 LEXINGTON AVENUE, NEW YORK, N.Y. 10017

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